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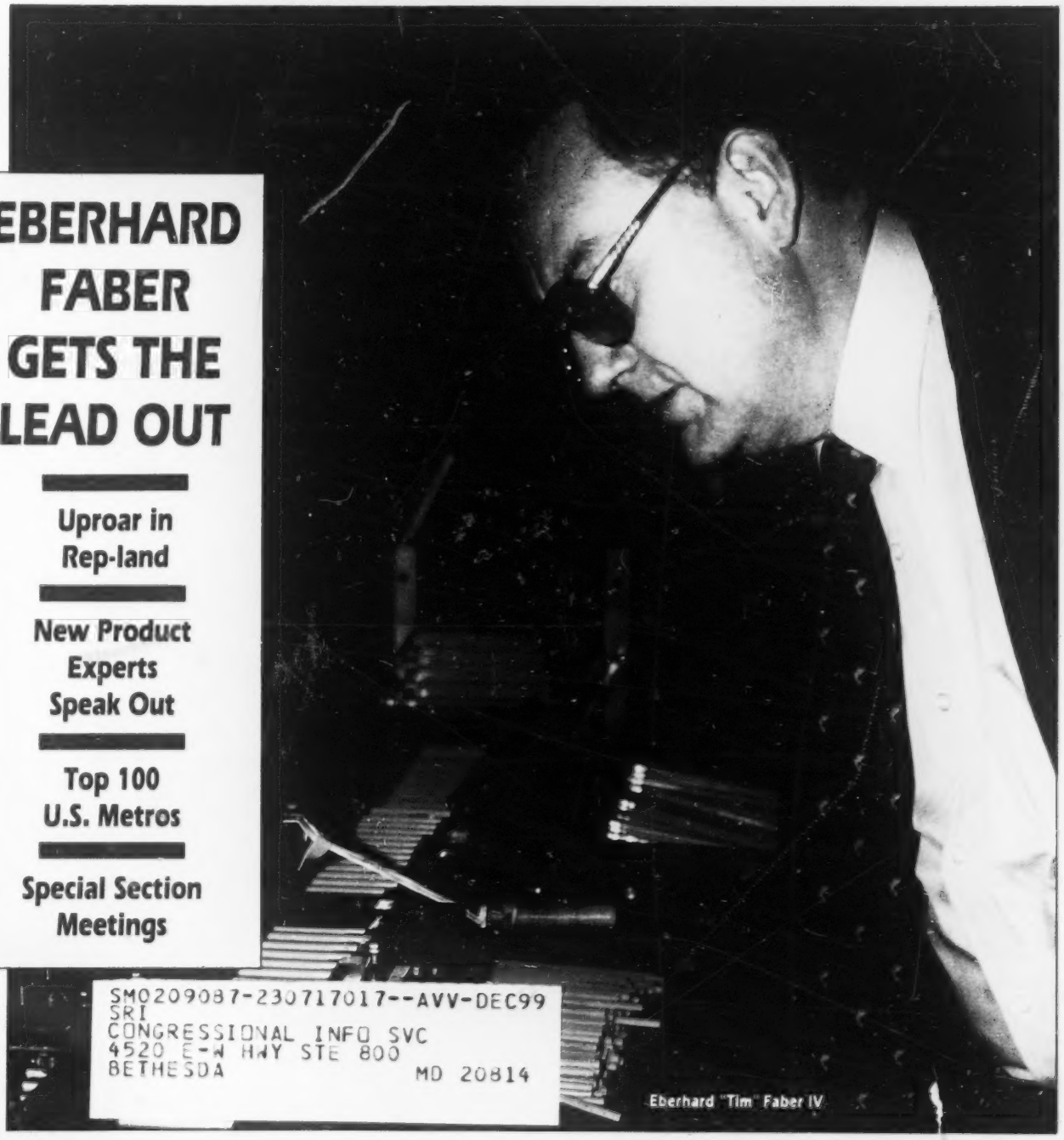

EBERHARD FABER GETS THE LEAD OUT

Uproar in Rep-land

New Product Experts Speak Out

Top 100 U.S. Metros

Special Section Meetings

Eberhard "Tim" Faber IV

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Sales and Marketing
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Cover:
Nearly everyone has heard of Eberhard Faber pencils, but few know of the man of the same name. Starting out to be a writer, Tim Faber eventually realized he had lead in his blood—and now he's attempting to keep the family business flourishing with a transfusion of marketing know-how. Page 44.

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Trade shows

Chicago beefs up

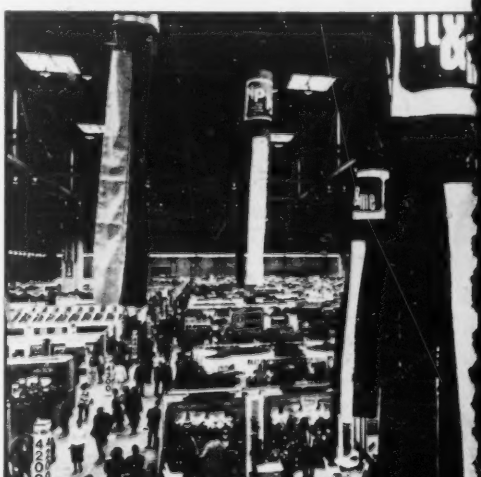
Ever since the Republican party met in Chicago 126 years ago to select Abraham Lincoln as its presidential candidate, that capital of Mid-America has reigned as the nation's premier convention town. And in late September, with the National Premium Incentive Show christening the new 510,000-square-foot McCormick Place North, the Windy City showed it has no intentions of relinquishing its crown.

The new facility, just across the highway from McCormicks East and West, brings the trade show complex to a total of 1.6 million square feet, by far the largest in the country and second-largest in the world after Düsseldorf's Trade Fair Congress Center. The $260 million addition gives McCormick Place—which already houses 17 of the top 50 trade shows—the ability to have one big show running while another's setting up.

The theory got its first successful test in September with the International Marine Trades Convention setting up in McCormick East while the Premium Show was in full swing across the street. Last year, the Premium Show was bounced to December from its traditional October dates to make room for the larger National Houseware Manufacturers show, and McCormick's director of sales John Wilusz believes he would have lost the Premium Show to another city if the North facility had not been opened.

McCormick North should add 15%–20% to the convention center's revenues, says Wilusz, who has already signed up three annual shows that previously rotated between different cities from year to year.

"Trade shows are continuing to grow in size," says Lester Plesko, editor of *Trade Show & Exhibit Manager* magazine. "Every city is going to need bigger facilities." Both the Los Angeles Convention Center and the Georgia World Congress Center in Atlanta, in fact, have expansion plans on the board.



McCormick North makes Chicago the undisputed Capital of Conventions.

Sales force highlight

Surprise! Some call costs decline

Contrary to the popular belief that rising costs per sales call are, like death and taxes, inevitable, some industries escape that fate. One-third of the 14 industries for which McGraw-Hill provided detailed data from its biennial 1985 *Cost of an Industrial Sales Call* survey reported lower call costs than in 1983. Significantly, all of the lucky five, whose declines ranged from −3.0% (stone, clay, and glass products) to −43.0% (miscellaneous manufacturing) vs. the overall 11.8% rise McGraw-Hill reported earlier (S&MM, August), have call costs below the overall $229.70 average. The new data should give sales chiefs in the computer industry sleepless nights. Call costs in that industry average $452.60, McGraw-Hill claimed.

Ups and downs of cost-per-sales call

SIC	Industry	Cost Per Sales Call	% Change 1983–85	Index
3573	Computers	$452.60	N.A.	197
33	Primary metals	363.90	+92.7%	158
26	Paper	263.70	+83.3	115
35*	Nonelectrical machinery	257.30	+16.4	112
37	Transportation equip.	255.90	+12.5	111
36	Electrical & electronic equip.	238.40	+42.2	101
73	Business services	227.20	+85.0	99
38	Instruments & related products	209.50	−23.8	91
34	Fabricated metals	186.10	−17.6	81
32	Stone, clay & glass products	169.70	− 3.0	74
28	Chemicals	155.20	−11.8	68
27	Printing & publishing	148.60	N.A.	65
50	Wholesale trade-durable goods	139.80	+96.9	61
39	Miscellaneous manufacturing	130.90	−43.0	57
30	Rubber & miscellaneous plastics	129.30	+ 4.6	56
29	Petroleum & coal products	99.10	+ 8.1	43

SIC: Standard Industrial Classification code. Industries with more than 12 responses shown.
Index: Industry call cost vs. overall $229.70 average.
N.A.: Not available; industry not reported in 1983 survey.
*Does not include computers (SIC 3573).
Source: McGraw-Hill Publications Co., Laboratory of Advertising Performance, *1985 Cost of an Industrial Sales Call* survey (#8052.3)
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S&MM salesgraph

What hi-tech spends on marketing

Hi-tech selling means different things to different industries. Various hi-tech industrial sectors display a dramatic range in their sales force budget ratios, from minicomputer marketers (8.5% of revenues) to electronic components firms (0.3%). One reason: Minicomputer makers are primarily direct-sales oriented, electronic components companies rely heavily on manufacturers' representatives and alternative sales channels.

These findings (see tables below) are based on an S&MM analysis of the results of a $50,000 survey by *High-Tech Marketing* magazine, Westport, CT. The magazine presented its results (based on responses from 402 companies) in matrix form, with 13 company-size categories on a vertical axis and as many as 8 spending categories on a horizontal axis. While, potentially, this format offers greater precision, it suffers when blank cells outnumber those with data. To compare the 10 hi-tech sectors the magazine delineated, S&MM eliminated the extremes at both ends of each axis.

Interestingly, a McGraw-Hill survey found that in 1984 direct selling costs soaked up 8.0% of sales of electronic computing equipment marketers and 5.7% among electrical and electronic equipment firms.

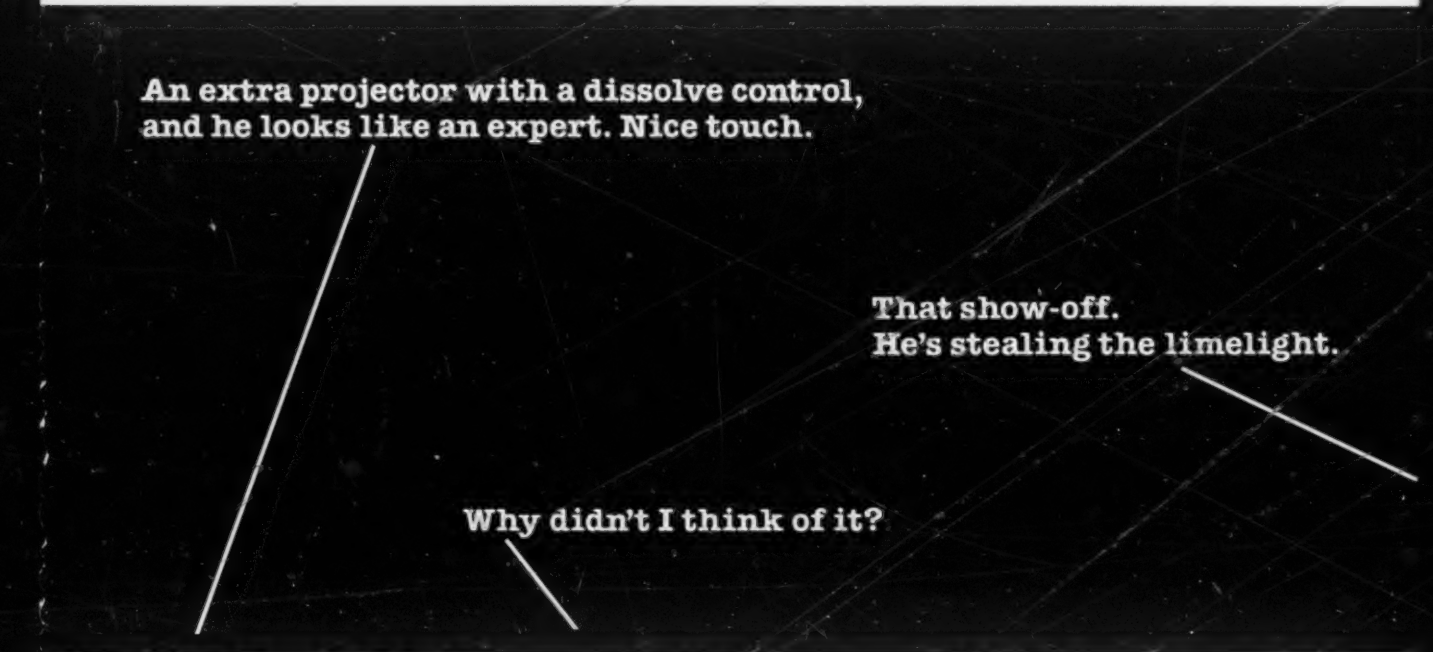
Hi-tech budget ratios

% of revenues

Sales	1.1%
Advertising	0.9
Promotion Public relations	0.2
Direct marketing telemarketing	0.1
Market research	0.1

Budget ratios by industry sector	Sales	Advertising	Promotion PR
Minicomputer	8.5%	0.6%	0.1%
Microcomputer PC	7.6	2.0	0.5
CAD CAM CAE*	6.1	4.7	1.4
Minicomputer software	5.6	2.2	1.0
Electronic products test equip.	4.1	0.5	0.5
Micro PC software	3.9	3.2	0.9
Mainframe software	2.7	1.3	0.3
Peripherals subsystems	1.1	1.0	0.2
Communications	1.0	0.8	0.2
Electronic components	0.3	0.6	0.1

*Computer-assisted design, -manufacturing, -engineering.
Note: Sales budget: compensation, T&E, training, meetings. Advertising: media spending. Promotion: point-of-purchase, literature, merchandising, leave-behinds.
Source: *High-Tech Marketing*, September issue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Market highlight

Family income: Top outnumbers bottom

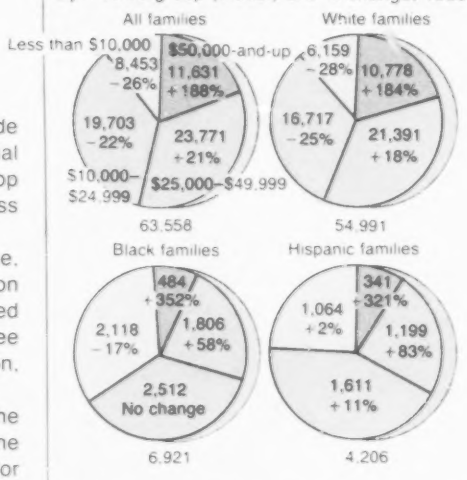
In spite of sluggish family income growth in the first half of this decade (31.9% vs. 53.2% during the last half of the 1970s) and the controversial impact of Reaganomics on the poor, more families now occupy the top rung of the income ladder ($50,000-and-up) than the bottom rung (less than $10,000).

According to the Census Bureau's latest report on personal income, families in the $50,000-plus segment increased 188% to 11.6 million between 1980 and 1985, while those with less than $10,000 were reduced by 26% to 8.5 million. Back in 1980, low income families were almost three times as numerous as high income families—11.4 million vs. 4 million, respectively.

Unfortunately, these increases are largely a white phenomenon. The 19.6% of white families who are in the top income class outnumber the 11.2% of whites in the low income group, but the comparative ratio for black families is significantly higher, with only 7% in the high income segment and 30.6% in low income. For Hispanic families, the figures are 8.1% high income and 25.3% low income.

Family income changes in the 1980s

By income group (thous.) and % change, 1980–85



Note: Details may not add to totals due to rounding. Source: Census Bureau, *Money Income and Poverty Status of Families and Persons in the U.S.: 1985* (Series P-60, No. 154)

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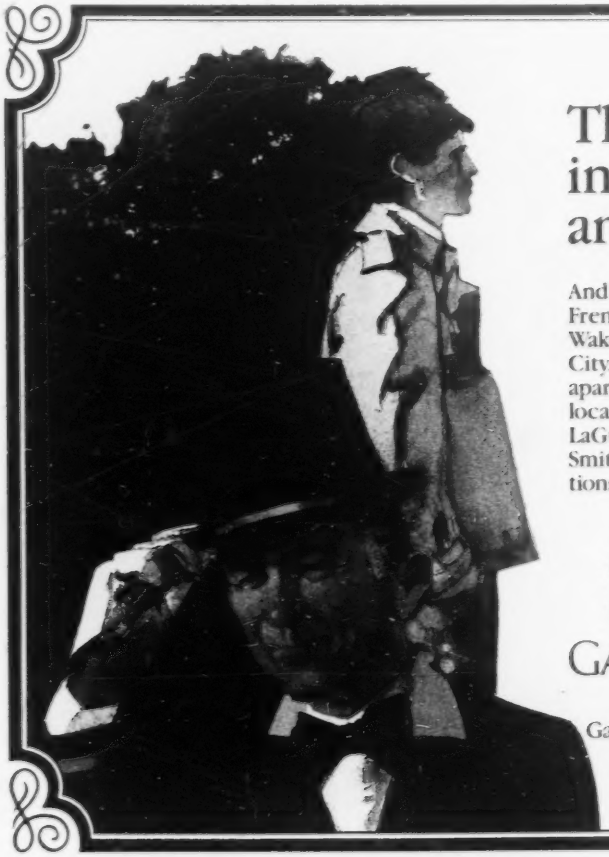

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THE NATION'S TOP 100 MARKETS

Sales and Marketing Management magazine has been publishing statistics for marketers every year since 1929, long before there was any such thing as a Metropolitan Statistical Area or an ADI. In 1946, when S&MM finally began including data based on the Census Bureau's fledgling "Metropolitan County Areas," there were only 138 such markets in the U.S. instead of the 317 metros there are today. Back then, these metro markets accounted for a majority of the nation's population, income, and retail sales—a majority that has become even more pronounced in the 40 years since.

The amount of clout these markets have in terms of this nation's demographic and economic wealth is—from a marketing standpoint—quite impressive. Today, the 100 largest metros alone contain 58.4% of the population, control 64.4% of disposable income, and account for 63.4% of all retail sales. Who are these giants of the marketing world? The largest—New York, Los Angeles, Chicago, and Philadelphia—are well-known to national marketers. But what about the others? What about the Toledos and the Tacomas and the Tucsons? How do they stack up against the rest of the nation's markets?

As a service to our readers, we have excerpted data on the nation's 100 largest metros from our four annual survey issues—the *Survey of Buying Power Parts I and II*, the *Survey of Industrial & Commercial Buying Power*, and the *Survey of Selling Costs*. These statistics show such things as current population, Effective Buying Income, manufacturing shipments, retail activity, and even per-diem meal and lodging costs for each of these major market areas. In addition, our five-year projections of population and income, as well as S&MM's patented Buying Power Index (BPI), will tell you what the future holds for these metros; information that is an absolute necessity for anyone looking to pinpoint the hot spots of today—or tomorrow

THE NATION'S TOP 100 MARKETS

Rank	Metro Area	Total Pop. (Thous.) 1985	1990	% Change 1985-90	Racial & Ethnic Pop. (Thous.) Black	Hispanic	Average Hshld. EBI 1985	1990	Total Retail Sales ($000) 1985	1990	% Change 1985-90	Buying Power Index (BPI) 1985	1990	% Change 1985-90	1985 Manufacturing Shipments ($ Mil.)	Per-diem Meal & Lodging Costs
1.	New York	8,431.8	8,570.2	1.6%	2,144.7	1,631.5	$32,428	$44,164	$41,389,635	$59,970,524	44.9%	3.5298	3.3581	– 5.11%	$44,861	$139.90
2.	Los Angeles-Long Beach	8,091.4	8,634.9	6.7	1,019.8	2,504.2	34,776	47,521	50,985,808	76,556,861	50.2	3.6083	3.5772	– 0.87	74,924	119.75
3.	Chicago	6,127.1	6,173.2	0.8	1,430.1	588.5	36,480	52,750	35,627,510	52,260,415	46.7	2.7327	2.6790	– 2.00	71,730	127.30
4.	Philadelphia	4,807.8	4,880.7	1.5	935.7	126.9	33,761	48,669	28,393,700	42,105,783	48.3	2.0684	2.0413	– 1.33	53,255	96.15
5.	Detroit	4,361.0	4,353.6	– 0.2	889.9	77.1	34,185	48,088	26,266,849	37,800,187	43.9	1.8924	1.8062	– 4.77	60,304	88.60
6.	Boston-Lawrence-Salem-Lowell-Brockton	3,703.1	3,738.0	0.9	196.0	93.7	39,032	54,895	27,703,685	40,437,982	46.0	1.8604	1.7974	– 3.50	38,988	115.25
7.	Washington, DC	3,492.5	3,706.7	6.1	905.8	103.3	43,899	62,273	25,219,988	38,780,687	53.8	1.8447	1.8776	+ 1.78	8,564	126.50
8.	Houston	3,211.0	3,637.0	13.3	635.1	544.6	36,532	49,557	21,642,709	31,822,760	47.0	1.4943	1.5375	+ 2.89	35,208	96.25
9.	Nassau-Suffolk, NY	2,701.0	2,787.2	3.2	182.4	116.1	48,492	67,595	19,423,148	28,818,901	48.4	1.3985	1.3724	– 1.90	17,902	92.05
10.	Atlanta	2,460.7	2,746.2	11.6	585.3	28.5	34,679	48,911	17,418,814	27,592,536	58.4	1.1377	1.2094	+ 6.30	14,509	113.85
11.	St. Louis	2,416.7	2,437.9	0.9	418.5	24.1	34,054	48,703	15,395,910	22,336,994	45.1	1.0627	1.0280	– 3.37	20,843	92.00
12.	Dallas	2,296.0	2,610.6	13.7	386.1	235.2	37,069	52,229	16,361,030	25,354,960	55.0	1.1108	1.1852	+ 6.70	17,987	96.50
13.	Baltimore	2,291.9	2,367.8	3.3	568.3	22.7	32,763	45,319	13,681,848	20,177,095	47.5	9691	9457	– 2.47	14,464	93.30
14.	Minneapolis-St. Paul	2,254.5	2,357.5	4.6	54.1	23.2	37,623	55,662	16,197,101	24,863,161	53.5	1.1019	1.1362	+ 3.11	24,388	97.60
15.	Pittsburgh	2,180.6	2,142.7	– 1.7	180.0	11.6	29,950	40,707	11,695,825	15,658,626	33.9	8850	8039	– 10.09	15,622	94.00
16.	San Diego	2,140.9	2,395.1	11.9	119.4	354.4	36,672	51,076	13,191,301	21,377,704	62.1	9764	1.0439	+ 6.91	7,620	92.80
17.	Anaheim-Santa Ana	2,124.0	2,292.3	7.9	27.1	352.8	41,819	57,562	15,352,829	23,510,346	53.1	1.0702	1.0818	+ 1.08	14,954	85.30
18.	Oakland	1,903.2	2,022.0	6.2	283.1	224.5	38,507	53,430	12,671,975	19,325,927	52.5	9367	9430	+ 0.67	17,277	94.55
19.	Riverside-San Bernardino	1,896.4	2,196.5	15.8	93.9	395.5	32,016	43,688	10,331,501	17,050,724	65.0	7712	8381	+ 8.67	3,588	70.65
20.	Newark	1,880.9	1,881.1	N.C.	419.7	151.4	41,327	58,446	11,219,194	16,211,049	44.5	8970	8605	– 4.24	24,693	104.95
21.	Cleveland	1,873.4	1,845.3	– 1.5	350.6	26.3	32,141	45,433	12,133,621	17,194,947	41.7	8269	7795	– 6.08	20,866	76.80
22.	Tampa-St. Petersburg-Clearwater	1,870.0	2,091.8	11.9	185.6	101.2	27,879	39,286	11,518,721	18,577,023	61.3	7945	8510	+ 7.11	7,535	88.60
23.	Phoenix	1,841.1	2,135.5	16.0	58.5	267.0	30,579	42,942	11,710,860	19,172,834	63.7	7974	8789	+ 10.22	10,791	84.20
24.	Miami-Hialeah	1,771.6	1,902.5	7.4	332.1	739.6	30,539	42,360	12,875,757	19,401,234	50.7	7867	7871	+ 0.05	6,939	104.65
25.	Seattle	1,719.7	1,819.0	5.8	62.4	34.0	35,754	52,753	11,402,950	17,562,519	54.0	8259	8601	+ 4.14	15,752	97.30
26.	Denver	1,635.1	1,822.9	11.5	84.7	178.2	34,827	49,940	11,463,764	17,880,901	56.0	7907	8421	+ 6.50	10,293	96.35
27.	San Francisco	1,556.0	1,617.2	3.9	130.2	194.8	40,337	56,242	13,680,421	20,411,438	49.2	8957	8834	– 1.39	6,420	135.80
28.	Kansas City, MO-KS	1,497.5	1,546.8	3.3	189.8	35.9	35,332	50,815	10,495,141	15,676,829	49.4	7040	7000	– 0.57	13,950	82.10
29.	Cincinnati	1,405.7	1,404.8	– 0.1	177.8	8.2	32,069	47,666	8,521,003	12,657,621	48.5	5989	5932	– 0.96	21,067	77.50
30.	Milwaukee	1,401.0	1,399.7	– 0.1	155.3	35.4	33,402	48,122	7,830,190	11,176,509	42.7	5994	5778	– 3.74	17,805	79.00
31.	San Jose	1,393.3	1,483.8	6.5	44.9	273.2	43,910	61,249	10,047,766	15,165,689	50.9	7145	7145	N.C.	29,506	96.15
32.	New Orleans	1,348.7	1,428.1	5.9	440.6	52.8	28,870	41,667	7,890,826	11,831,688	49.9	5362	5460	+ 1.83	12,435	103.40
33.	Bergen-Passaic, NJ	1,293.4	1,292.2	– 0.1	97.6	107.3	43,449	61,196	10,080,540	14,578,935	44.6	6939	6645	– 4.42	16,944	81.35
34.	Columbus, OH	1,288.9	1,325.1	2.8	147.9	8.8	30,887	45,311	8,071,989	12,200,661	51.1	5500	5557	+ 1.04	12,291	76.95
35.	Norfolk-Virginia Beach-Newport News, VA	1,288.4	1,379.6	7.1	365.0	22.1	32,770	46,558	7,359,139	11,294,022	53.5	5178	5300	+ 2.36	7,482	81.60
36.	Sacramento	1,266.4	1,414.8	11.7	69.8	135.1	32,555	44,326	8,088,460	12,785,156	58.1	5660	5911	+ 4.43	2,597	72.05
37.	San Antonio	1,209.2	1,332.6	10.2	86.7	620.3	30,873	43,447	6,723,486	10,202,282	51.7	4692	4881	+ 4.03	6,054	73.20
38.	Indianapolis	1,208.6	1,241.2	2.7	170.5	9.5	32,561	48,701	8,092,281	12,356,422	52.7	5321	5436	+ 2.16	11,254	72.05
39.	Fort Worth-Arlington	1,175.5	1,362.7	15.9	131.7	99.8	34,980	49,051	7,687,309	11,972,601	55.7	5326	5769	+ 8.32	9,327	80.15
40.	Fort Lauderdale-Hollywood-Pompano Beach	1,159.1	1,283.9	10.8	140.9	49.8	33,002	46,519	8,663,577	13,912,522	60.6	5724	6087	+ 6.34	3,007	91.40
41.	Portland, OR	1,149.3	1,180.6	2.7	32.0	26.3	30,905	48,829	7,441,991	11,590,186	55.7	5040	5310	+ 5.36	9,823	65.65
42.	Hartford-New Britain-Middletown-Bristol, CT	1,075.4	1,095.7	1.9	80.2	46.8	39,419	54,722	7,439,951	10,687,815	46.3	5267	5093	– 3.42	11,168	91.35
43.	Charlotte-Gastonia-Rock Hill, SC-NC	1,049.0	1,116.1	6.4	220.0	8.5	30,258	43,522	6,611,375	10,300,186	55.8	4390	4540	+ 3.42	10,644	83.20
44.	Salt Lake City-Ogden	1,044.2	1,159.4	11.0	9.9	51.2	29,840	43,502	5,178,783	7,978,501	54.1	3771	4005	+ 6.21	8,646	77.75
45.	Rochester, NY	1,001.1	1,027.0	2.6	87.0	21.7	35,463	47,602	5,556,505	7,966,744	43.4	4347	4122	– 5.46	12,617	84.20
46.	Oklahoma City	984.4	1,096.5	11.4	89.3	22.4	31,074	43,750	7,497,305	11,701,298	56.1	4525	4773	+ 5.48	5,618	77.35
47.	Buffalo	982.7	953.6	– 3.0	108.4	15.2	30,866	39,439	5,140,729	6,918,876	34.6	3911	3434	– 13.89	7,990	74.70
48.	Louisville	971.0	978.0	0.7	124.4	6.0	30,290	45,713	5,580,056	8,308,219	48.9	3931	3946	+ 0.38	14,092	72.15
49.	Monmouth-Ocean, NJ	946.2	1,028.3	8.7	60.5	28.0	39,186	55,514	5,996,481	9,460,110	57.8	4553	4767	+ 4.70	3,181	N.A.
50.	Middlesex-Somerset-Hunterdon, NJ	934.3	974.1	4.3	51.0	48.2	43,853	61,302	6,411,582	9,619,942	50.0	4711	4682	– 0.62	16,032	N.A.

Notes: Average Household EBI is calculated by dividing the number of households into total EBI. **Effective Buying Income (EBI)** is personal income less tax and nontax payments. The resultant figure is commonly known as "disposable personal income." The **Buying Power Index (BPI)** is a weighted index that combines population, Effective Buying Income, and retail sales, expressing it as a percentage, which indicates a market's ability to buy. All BPI figures are expressed as a percentage of the U.S. total (100.0000). **Effective Buying Income and Retail Sales** projections are expressed in current dollars. **Manufacturing Shipments** shows the dollar output of all manufacturing establishments with 20 or more employees located in the metro in question. **Per-diem Meal & Lodging Costs** shows the total one-day cost for a single room (excluding local taxes) and three meals, including a 12.5% tip.

N.A.—Data not available. **N.C.**—No change.

Source: Sales and Marketing Management's *1986 Survey of Buying Power, Parts I and II, 1986 Survey of Selling Costs*, and *1986 Survey of Industrial & Commercial Buying Power*

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THE NATION'S TOP 100 MARKETS

Rank	Metro Area	Total Pop. (Thous.) 1985	Total Pop. (Thous.) 1990	% Change 1985-90	Racial & Ethnic Pop. (Thous.) Black	Racial & Ethnic Pop. (Thous.) Hispanic	Average Hshld. EBI 1985	Average Hshld. EBI 1990	Total Retail Sales ($000) 1985	Total Retail Sales ($000) 1990	% Change 1985-90	Buying Power Index (BPI) 1985	Buying Power Index (BPI) 1990	% Change 1985-90	1985 Manufacturing Shipments ($ M)	Per Diem Meal & Lodging Costs
51	Memphis	932.8	943.6	1.2%	380.6	9.1	$28,471	$42,108	$6,100,527	$9,105,820	49.3%	3775	3767	0.21%	$8,094	$71.30
52	Dayton-Springfield, OH	927.5	910.7	-1.8	121.9	6.6	31,591	46,923	5,393,776	7,846,495	45.5	3922	3818	-2.72	7,591	64.35
53	Birmingham	922.1	951.3	3.2	258.6	6.0	26,895	38,344	4,491,199	6,558,926	46.0	3395	3349	-1.37	4,929	79.40
54	Nashville	910.7	959.8	5.4	147.8	6.9	31,366	46,967	5,686,318	8,762,603	54.1	3865	4030	-4.27	8,366	76.05
55	Greensboro-Winston Salem-High Point, NC	902.1	942.7	4.5	179.1	6.3	29,858	43,023	5,478,379	8,362,388	52.6	3747	3811	-1.71	13,629	77.30
56	Providence-Pawtucket-Woonsocket, RI	885.2	899.3	1.6	28.9	20.3	32,684	46,859	5,079,236	7,549,121	48.6	3714	3657	-1.56	11,568	92.55
57	Orlando	864.1	1,010.4	16.9	118.9	34.1	30,731	42,975	6,112,833	10,211,967	67.1	3815	4248	-11.35	2,932	92.15
58	Albany-Schenectady-Troy	861.3	883.1	2.5	33.8	9.8	32,824	44,668	4,997,866	7,216,928	44.4	3669	3513	-4.44	6,176	77.65
59	Honolulu	828.2	883.6	6.7	16.5	61.8	39,762	56,425	5,017,488	7,778,512	55.0	3588	3685	-2.70	3,528	105.90
60	Bridgeport-Stamford-Norwalk-Danbury, CT	820.2	832.1	1.5	72.5	47.9	50,733	71,628	6,593,688	9,701,422	47.1	4748	4627	-2.61	12,184	95.75
61	Jacksonville, FL	817.6	899.8	10.1	185.6	16.1	29,536	41,379	4,799,099	7,294,615	52.0	3337	3453	-3.48	3,683	78.10
62	Richmond-Petersburg, VA	813.0	858.2	5.6	236.5	7.6	33,752	47,895	5,170,421	7,808,329	51.0	3535	3546	-0.31	12,039	N.A.
63	New Haven-Waterbury-Meriden, CT	773.5	784.0	1.4	73.5	29.0	38,686	54,743	4,949,886	7,286,341	47.2	3671	3580	-2.54	8,189	79.80
64	Tulsa, OK	745.3	822.3	10.3	58.5	11.1	29,971	40,599	4,342,077	6,075,230	39.9	3081	3066	-0.49	7,166	72.05
65	Scranton-Wilkes-Barre, PA	735.6	739.4	0.5	5.1	3.2	26,258	37,465	3,711,056	5,341,505	43.9	2718	2625	-3.54	5,802	N.A.
66	West Palm Beach-Boca Raton-Delray Beach	730.5	864.6	18.4	107.3	39.7	34,792	49,417	5,436,353	9,378,835	72.5	3713	4245	-14.33	3,521	82.50
67	Austin	690.1	833.9	20.8	67.9	139.8	33,259	47,144	4,428,322	7,202,736	62.7	3079	3504	-13.80	3,209	98.95
68	Syracuse, NY	663.5	682.0	2.8	34.0	6.3	33,798	46,301	3,536,188	5,117,757	44.7	2744	2641	-3.90	6,150	80.95
69	Worcester-Fitchburg-Leominster, MA	662.9	677.0	2.1	10.2	15.2	34,380	47,790	3,905,423	5,741,866	47.0	2873	2790	-2.97	6,490	89.70
70	Allentown-Bethlehem, PA	656.8	673.9	2.6	10.2	16.7	31,907	44,786	3,798,948	5,544,706	46.0	2785	2721	-2.35	10,813	N.A.
71	Akron	648.4	634.7	-2.1	61.8	3.5	30,647	42,943	3,676,403	5,165,450	40.5	2650	2470	-7.29	5,171	74.15
72	Gary-Hammond	643.1	636.6	-1.0	132.8	47.8	30,209	38,901	3,683,978	4,989,849	35.4	2510	2241	-12.00	7,694	N.A.
73	Tucson	634.6	724.8	14.2	17.5	146.3	26,071	34,159	3,305,023	4,894,028	48.1	2415	2475	+2.48	2,041	83.55
74	Grand Rapids, MI	633.1	659.8	4.2	36.3	15.8	34,432	53,258	3,979,479	6,285,446	57.9	2773	2946	+6.24	8,104	75.35
75	Raleigh-Durham, NC	632.9	695.5	9.9	171.1	5.5	32,521	47,482	3,973,862	6,480,913	63.1	2763	2993	+8.32	5,350	N.A.
76	Toledo	617.9	615.3	-0.4	67.3	17.2	31,531	46,155	4,436,876	6,502,607	46.6	2760	2700	-2.22	11,365	83.25
77	Omaha	612.4	634.9	3.7	47.3	13.0	35,607	53,475	3,837,235	5,914,812	54.1	2785	2883	+3.52	4,826	67.80
78	Greenville-Spartanburg, SC	609.1	642.0	5.4	107.9	4.8	25,877	35,698	3,454,645	5,177,836	49.9	2290	2283	-0.31	8,733	N.A.
79	Oxnard-Ventura, CA	609.0	679.2	11.5	11.9	145.8	40,686	56,826	3,229,516	5,222,985	61.7	2656	2835	+6.74	2,044	85.05
80	Knoxville, TN	599.0	625.2	4.4	37.0	4.1	26,522	38,731	4,163,316	6,392,069	53.5	2480	2536	+2.26	5,901	N.A.
81	Springfield, MA	586.1	589.1	0.5	34.3	25.6	31,116	42,367	3,785,230	5,401,036	42.7	2486	2342	-6.15	5,424	75.45
82	Fresno, CA	578.8	637.3	10.1	27.4	189.9	32,010	44,022	3,071,465	4,552,917	48.2	2325	2376	+2.19	1,745	77.35
83	Harrisburg-Lebanon-Carlisle, PA	578.8	597.4	3.2	38.0	6.7	31,680	45,575	3,804,955	5,733,887	50.7	2548	2553	+0.20	4,989	78.70
84	Las Vegas	554.2	635.3	14.6	59.5	42.1	29,475	42,776	4,102,066	6,845,896	66.9	2519	2816	+11.79	521	85.80
85	Baton Rouge	554.1	608.5	9.8	160.9	9.3	30,824	44,499	3,150,863	4,821,509	53.0	2192	2311	+5.43	11,004	N.A.
86	Jersey City, NJ	552.9	548.6	-0.8	73.5	170.1	28,912	40,075	2,605,408	3,713,858	42.5	2118	1991	-6.38	6,863	81.35
87	El Paso	545.5	604.4	10.8	22.0	375.1	28,130	38,941	2,466,303	3,642,753	47.7	1797	1841	+2.45	3,921	N.A.
88	Wilmington, DE	542.1	556.2	2.6	80.1	10.0	36,729	52,953	3,456,960	5,123,692	48.2	2457	2442	-0.61	6,920	95.15
89	Tacoma, WA	521.9	553.9	6.1	32.0	13.8	26,409	33,519	2,723,017	3,992,049	46.6	1947	1863	-4.51	2,022	N.A.
90	Youngstown-Warren, OH	516.2	499.4	-3.3	56.6	6.8	30,529	43,548	2,786,870	3,886,250	39.4	2068	1925	-7.43	6,344	N.A.
91	Little Rock-North Little Rock	505.0	529.6	4.9	100.8	4.3	30,495	44,370	2,934,667	4,460,165	52.0	2048	2089	+2.00	3,287	71.20
92	New Bedford-Fall River-Attleboro, MA	492.9	508.8	3.2	8.5	11.4	29,644	40,572	3,399,546	5,014,318	47.5	2091	2033	-2.85	4,959	73.00
93	Charleston, SC	490.2	537.7	9.7	153.8	7.4	26,982	37,649	2,517,907	3,846,741	52.8	1746	1805	+3.38	2,649	N.A.
94	Bakersfield, CA	475.8	541.9	13.9	24.2	115.0	32,244	44,285	2,676,721	4,214,394	57.4	1946	2069	+6.32	992	N.A.
95	Mobile, AL	473.8	498.0	5.1	141.2	4.9	27,581	41,527	2,524,239	3,965,974	57.1	1774	1864	+5.07	2,908	N.A.
96	Lake County, IL	472.6	500.7	5.9	32.1	26.1	46,182	66,111	2,875,529	4,427,254	54.0	2304	2364	+2.60	3,620	N.A.
97	Albuquerque	470.2	515.1	9.5	10.7	182.4	28,376	39,326	2,851,352	4,383,857	53.7	1907	1968	+3.20	1,704	74.25
98	Johnson City-Kingsport-Bristol, TN-VA	449.0	460.0	2.4	9.6	2.3	25,637	37,450	2,372,652	3,571,256	50.5	1644	1647	+0.18	4,411	N.A.
99	Columbia, SC	443.2	472.6	6.6	128.1	5.8	31,222	46,689	2,406,219	3,821,814	58.8	1765	1878	+6.40	2,495	N.A.
100	Flint, MI	440.0	427.5	-2.8	83.1	8.1	30,297	38,934	2,775,821	3,738,077	34.7	1819	1602	-13.55	10,932	N.A.

organizational structures and motives must be dynamic and flexible enough to facilitate orderly growth and to manage change in a constructive fashion; and five, information processing staff and management exist to facilitate the use of information processing."

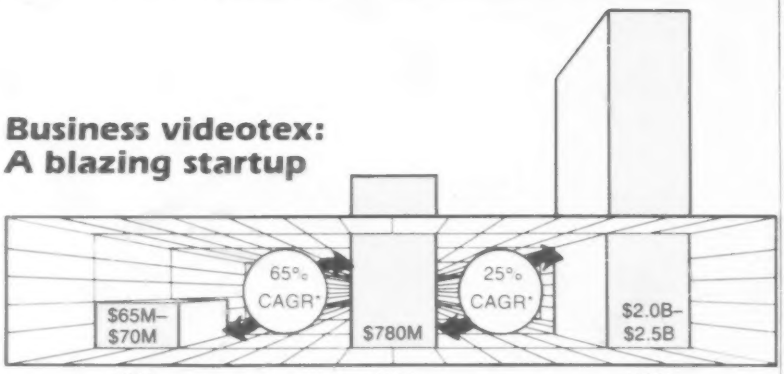
Corporate videotex takes off

While the consumer market slumbers, corporate videotex sales will skyrocket 65% a year between now and 1991, according to a new study by the Gartner Group, a Stamford, CT, hi-tech research firm. Growth will then moderate to an annual 25% clip, creating a $2 billion–$2.5 billion market by 1996, says Gale Withey, videotex program director.

Some 350 business videotex systems will be in place by the end of the year, Withey says, adding "the number could jump to 6,500 by the end of 1991. We expect roughly three-fourths of all Fortune 500 companies to have systems in place by the end of next year." Fuelling the growth: The need for better communications, clearly observable benefits such as training and increased vendor marketing.

While corporate videotex currently is a big company phenomenon, Withey expects smaller firms to start deriving benefits as prices decline and applications become widespread. Once the young market begins to develop definable niches, she says, selling applications will become the fastest-growing trend, first at the in-house level, such as enhancing salespeoples' product knowledge, and then at the vendor-customer level, such as for placing orders.

Business videotex: A blazing startup



*Compound annual growth rate
Source: Gartner Group, *Corporate Videotex Strategies Guide, Part I*
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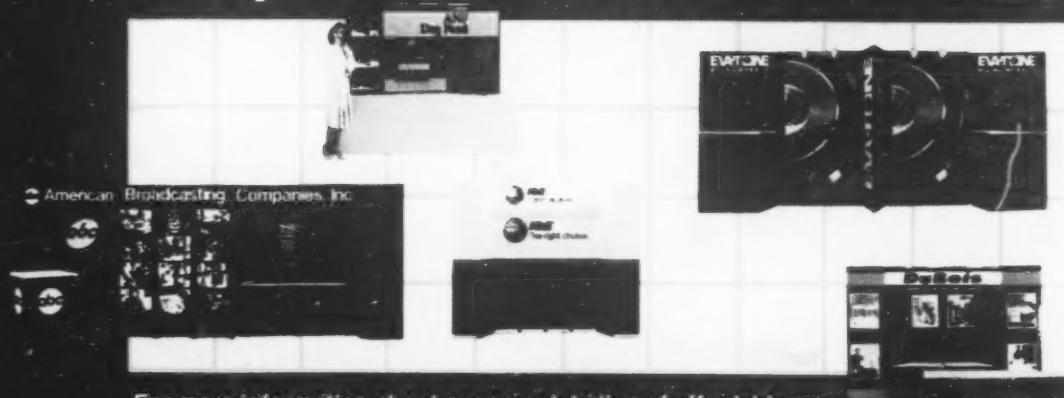

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